



ZdravReform
ЗдравРепорм

TRIP REPORT NO. MOL-1

**STUDY TOUR TO THE UNITED STATES AND CANADA
BY SENIOR HEALTH OFFICIALS FROM
THE REPUBLIC OF MOLDOVA, JUNE 16–30, 1995**

Prepared under Task Order 312 by:
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Submitted by the ZdravReform Program to:
AID/ENI/HR/HP

AID Contract No. CCN-0004-C-00-4023-00
Managed by Abt Associates Inc.
with offices in: Bethesda, Maryland, U.S.A.
Moscow, Russia; Almaty, Kazakhstan; Kiev, Ukraine

SUMMARY

- To help the Government of Moldova better understand its options in health reform, and to promote greater consensus among key stakeholders, a two-week study tour to the United States and Canada was organized for seven senior health care officials.
- The purpose was to introduce participants to the main institutions and policies of the American and Canadian health care systems, particularly the similarities and differences with respect to methods/sources of finance, means of allocating resources among providers, and quality assurance.
- The delegation consisted of a Member of Parliament, two heads of departments in the Ministry of Health, and four heads of district hospitals where financing reforms are being tested.
- The delegation visited government health departments, hospitals, insurance companies, a large HMO, and a medical college. In Washington, the delegation met with key U.S. Senate staff, officials from the World Bank, and Moldova's Ambassador to the U.S.
- In comments made informally and in their formal evaluations, the delegation judged the study tour an enormous success. One official from the Ministry of Health said it was the "most organized and professional" activity he had ever been involved in.
- The Tour Leader was impressed with the delegation's seriousness and hard work, and he saw considerable evidence of learning during the program. Specifically, by the end of the program it appeared that each member of the group understood the main advantages and disadvantages of: single payer systems, managed care, fee-for-service and other payment systems (including capitation), and "for-profit" and "not-for-profit" health care providers. The group showed special interest in HMOs and the principles of managed care.
- There was some evidence of disagreement between the Ministry of Health and the Parliament with respect to the extent and scope of the Ministry's legal authority to promote reform, as well as the ultimate goals of and limits to reform, which could be a complicating factor in future reform efforts and foreign assistance.
- The group had numerous suggestions for how future assistance resources could be used to advance health care reforms in Moldova, including management training, help in obtaining information and data, help in obtaining used medical equipment, and technical assistance in designing payment systems and in implementing a managed care experiment.

BACKGROUND AND OBJECTIVES

The Government of Moldova is actively engaged in health care reform, having initiated experiments in health financing in one urban and three rural districts (rayons) beginning January 1, 1995. Still, there continues to be intense debate and considerable indecision and confusion throughout the government and medical profession as to the character, direction and speed of reform. In order to help senior health officials to better understand their options, and in order to promote greater consensus among important governmental and professional stakeholders, the USAID Regional Mission in Kiev proposed a study tour to the United States and Canada for seven key decision makers.

In consultation with USAID and the *ZdravReform* project office in Kiev, as well as with key officials in the Government of Moldova, it was decided that the study tour should have the following objectives:

- introduce participants to the main institutions, government policies and outcomes of the American and Canadian health care systems;
- examine similarities and differences of these two systems with respect to: (i) methods and sources of health care financing; (ii) means of allocating resources among hospitals, physicians and other health care providers; and (iii) mechanisms for quality assurance;
- examine in detail the advantages/disadvantages of "managed care."

The Participants

The delegation was selected by the Government of Moldova and included representatives from three parts of government that are among the most active in the current health policy debates. Although each member of the delegation was trained as a physician, all now occupy important administrative positions.

The delegation was led by Dr. Vasily Vartic, Member of Parliament and Chairman of the parliamentary Committee on Social and Health Protection and Ecology, which is responsible for drafting all health-related legislation. The delegation also included two senior officials from the Ministry of Health: Dr. Aleksey Russu, head of the department responsible for the design of health care reforms; and Dr. Boris Goroshenko, head of the departments responsible for supervising medical education, personnel and international relations. The final four members of the delegation consisted of the heads of the district hospitals in the one urban and three rural districts that have been designated as the primary sites for Moldova's health financing experiment.

The delegation was accompanied by Ms. Elena Shapa, Assistant Professor of English at Chisinau State University and local representative of the *ZdravReform* program in Moldova. As the only

English speaker in the group, Ms. Shapa played a crucial role in facilitating the group's international travel and occasionally helped out with interpreting. However, the main purpose for her joining the group was the same as for the rest of the delegation: to gain a fuller understanding of the main features of the U.S. and Canadian health care systems, so as to be better able to support future activities under *ZdravReform* in Moldova.

The tour was led by Peter Hauslohner, Ph.D., senior political economist and a member of the senior staff at Abt Associates. Mr. Bruno Blumenfeld, a Ph.D. student in history at Columbia University in New York, NY, served as principal interpreter.

A list and short biographies of the study tour participants can be found in Annex A.

The Itinerary

The study tour itinerary can be found in Annex B, and a list of the persons who made presentations or otherwise participated in working meetings with the delegation can be found in Annex C.

Participants' Evaluations

Judging by the group's statements, both formal and informal, and by the behavior of its members, the study tour was an enormous success. The Tour Leader, the interpreter and Ms. Shapa constantly monitored the group's attitudes and reactions to the program, and almost invariably each member of the delegation, whenever asked, expressed great pleasure with virtually everything that happened.

Just as striking as their verbal endorsements was their hard work. Their attention never flagged, even toward the end of eight- and nine-hour days. Their notetaking never stopped, and they always had questions. Even more remarkable, there was **no attrition**; no member of the group missed, or even was late for, a scheduled meeting or activity.

Near the end of the tour, each member of the group was asked to fill out a questionnaire, evaluating each component of the program, individually, and the program as a whole. The results were extremely heartening. Eight completed questionnaires were returned, and more than 95% of the individual items (275 of 288) received the highest of five possible rankings. The day the group departed the United States, Dr. Russu told the Tour Leader that the program had been the "most organized and professional" activity that he had ever been involved in and would be a "model" that he would try to emulate in his own work in the future.

The English version of the questionnaire, which was administered to the delegation in Russian, can be found in Annex D, together with the numerical results and the translated replies to the open-ended questions that were asked.

Tour Leader's Assessment

The major theme of the U.S. program was, as intended, managed care; while the advantages and disadvantages of a single payer were the major theme of the visit to Canada. In each case, the group quickly grasped the main points. The group showed a special interest in managed care, a topic they hope we will help them to develop further. Managed care—or more specifically the HMO—seemed to them compatible with their present institutions and policies and a good vehicle for rationalizing the allocation of health resources in directions they (and we) would like to go.

Interestingly, the group was not especially impressed with Canada's health system. This may have been partly out of loyalty to their principal hosts (as Americans) and a result of our tendency to try to balance the often very tendentious remarks of the Canadians whenever the latter made explicit US–Canada comparisons. But there appeared to be two more important reasons: a) a widely-shared conviction that Moldova needs to introduce multiple payers, along with limited privatization, precisely in order to increase the total amount of funds available for health care; and b) the vaguely "socialist" tinge of the Canadian system, which the group saw reflected in the seemingly less modern quality of Mount Sinai Hospital (depicted as the "best" hospital in Canada), which was less attractive physically and less well equipped than Albany Medical Center, and in the slower pace of work at Mount Sinai, compared to what they saw in American facilities.

The group quickly understood the importance of **competition**, but even at the end remained uncertain among precisely which groups or institutions there needs to be competition, or how to promote, ensure, and protect it. Their interest in learning more about **payment systems** grew over time, at least in part because we hammered into them how important payment and the broader issue of incentives are for efficiency. Thus, the end of the program each member of the group seemed to understand the advantages and disadvantages of fee-for-service and to have a reasonably good comprehension of negotiated fee schedules, prospective payment based on case mix, and capitated payment.

They also departed with a good understanding of the major distinctions between **for-profit and not-for-profit** organizations, helped greatly by the fact that the Tour Leader presented a separate, 45-minute lecture on the subject (Wednesday morning, June 21).

On several occasions, Dr. Russu and sometimes Dr. Cheobanu attempted to describe the financing experiment that has been started in four rayons. Although these presentations grew more polished over time, it appears the experiment is only now getting organized and has not been particularly well designed or thought out. Apart from giving health care providers more autonomy, patients and physicians more freedom of choice about where to get care or to practice, and local governments more control over health care spending, the centerpiece of the experiment is the establishment of insurance funds similar to those being set up in Russia. The funds are to be fueled by budget contributions, employer payments, and individual patient premiums; and they are to distribute funds among presumably competing service providers. But the emphasis is all on the side of raising more money for health care. The issue of changing payment methods to providers appears not to have been addressed at all.

Finally, it was apparent on several occasions that the Ministry of Health (particularly Dr. Russu) and the Parliament (Dr. Vartic) are not in full agreement as to: i) precisely what authority the Ministry has to organize experiments and to introduce reforms; and ii) what is the legal foundation and main purpose of the health financing experiment now underway. The exact differences were never made clear, and Drs. Russu and Vartic tried to mute their differences and present a united front whenever their hosts and counterparts pressed for more details of the experiment and future of reform. However, they argued frequently enough, and each separately alluded to their differences in side comments, so that disagreement between them was unmistakable and may well be serious.

RECOMMENDATIONS

In a meeting at the offices of Abt Associates, June 28, the group was asked for suggestions as to how the remaining money designated for Moldova might be spent. Following are the group's answers, in the order in which issues were raised.

- **management training:** courses in business, management, and finance, particularly for persons involved in implementing the financing experiment;
- **more information and data:** although there's a hunger for everything, the group seemed particularly interested in obtaining samples of legislation, regulations, patient classification systems, insurance company charters, insurance policies, contracts with providers, etc.;
- **support in obtaining used medical equipment and technology, and in procuring drugs:** the reason given was political—the group said there is a need to demonstrate in a quick and tangible way that reform will benefit people;
- **more information about the progress and effects of health care reforms elsewhere, particularly in the NIS:** we mentioned the possibility of our holding a regional conference in Almaty in December and that *ZdravReform* might be able to finance the participation of representatives from Moldova. In addition, Sasha Telyukov gave a quick, impromptu overview of reforms in Russia, Great Britain and the U.S., which the group found very interesting;
- **more information about payment methods:** we mentioned the workshop on payment methods scheduled for L'viv and the possibility it might be repeated in Odessa (or possibly Kiev) in Russian—which would make it accessible to the Moldovans—and the group expressed interest in attending;
- **support for an international conference on health policy and reform, tentatively scheduled for late September in Chisinau:** this conference was characterized as very important *politically*, i.e. as a means of legitimating before a

broad domestic audience the kinds of reforms the Ministry of Health is pursuing. Dr. Russu proposed that *ZdravReform* help finance participation in the conference by both U.S. and other foreign experts, promising that his Ministry would cover all local expenses;

- **support specifically in the area of managed care:** Dr. Russu and others spontaneously invited Dr. Warren Paley, founder and chairman of Community Health Plan (CHP), the large HMO they spent a full day at in Albany, to come to Moldova in order to help establish a pilot HMO. Paley, who is involved in a similar project in Tula under a small grant issued by the Moscow *ZdravReform* office, seemed seriously interested. In fact, he may be available to come to Moldova as early as mid-August for a 10-day reconnaissance trip; he suggested the dates, and the Moldovans enthusiastically endorsed them.

The World Bank

On June 29, the group met with Mr. James Q. Harrison, Chief of the Human Resources Division of ECA-IV, the Department at the Bank responsible for the western NIS. Harrison reported that a Bank Director recently returned from a visit to Chisinau, where he found the government somewhat more receptive than previously to a possible social sector project with the Bank. Whereas 18 months earlier, the Ministry of Finance had been firmly opposed to borrowing for health care, this time Finance officials reportedly described health and education as priorities. [NOTE: Dr. Vartic, however, was skeptical of this.] Harrison added that it was premature to discuss concretely the kind of work the Bank might support. But he informed the Tour Leader subsequently that another consulting firm had begun work on a number of health-related topics but had failed to complete the job; and he expressed the hope that USAID and Abt Associates will, at minimum, consult with the Bank on what they decide to do and, if possible, coordinate with, or even complement, things the Bank has done or hopes to do in the future.

Lessons for Future Study Tours

Our experience with this program, when combined with the results of previous study tours, suggest a number of "lessons" that probably should be taken into account in the organization of future tours.

The Tour Leader

Although it is self-serving of the author to make this point, the Tour Leader's role is one of the more important determinants of the program's success. In the best of circumstances and depending on his or her skills and experience, the Tour Leader performs at least four key functions:

- intervenes and guides presentations and discussions in directions that are most helpful to the visitors; prompts presenters to explain or to clarify issues that

delegation members do not have the background to fully understand or to put into the proper context;

- teaches—explains further key questions and issues during informal discussions following presentations or at specially-arranged times; and occasionally delivers impromptu lectures as needed (e.g. on the differences between "for-profit" and "not-for-profit" providers);
- supervises and, when necessary, corrects the interpretation of presentations, which some observers believe to be usually the weakest aspect of these programs;
- enhances the credibility and, therefore, the effectiveness of the program, for the group is likely to have greater confidence in what they hear and see if they regard their principal host as a professional of equal stature.

Program Design

The present tour illustrated once again the value of choosing sites away from the Washington, DC area. For one thing, as was the case in the Rada study tour, it proved easier to arrange meetings; and our hosts were for the most part warmer and more interested than many persons in the Washington area who have been inundated with requests for meetings and who have grown perhaps a little jaded as a result.

The decision to spend a full working week in one location (Albany), although dictated by our inability to arrange meetings in Rochester owing to the short notice, turned out to be very positive for reasons we did not fully appreciate at first. Remaining in one place put fewer physical burdens on the group, of course, but also made it easier for the group to concentrate on the substantive program because of the institutional and personal continuity.

In addition, we again learned the value of not over-programming. Much can be "crammed" into the first week of a visit, although it helps to give visiting delegations a day or to overcome their jet lag and to adjust to the very different pace and character of life in U.S. During the second week, however, the pace needs to be slower. There is a limit to the amount of new information than can be absorbed, and the intensity of the first week takes its physical toll. Some in the group become homesick for their families; and even the most serious and dedicated students come to the U.S. with other interests besides the desire for new knowledge. All want to shop, of course, but most also are curious and want to see something of life in the U.S. (where few have been before) and to experience American culture. The decision to bring the delegation to the U.S. at the start of a weekend now seems to us a very good idea.

Value of an Escort from the NIS

The decision to include Elena Shapa likewise proved its value. If nothing else, her help in facilitating the group's travel to and from the U.S. was good for individual and group morale. Typically very few members of these groups speak English (or any other Western language), and not only does this mean a heightened risk of mishaps, it can also mean considerable insecurity, or even fright, on the part of participants. Elena's presence was helpful, but also reassuring, which improved everyone's mood and the group's cohesion.

More importantly, inclusion in the program gave Elena an unparalleled opportunity to forge personal relations with key decision makers in the Government and regions, and this is almost certain to pay big dividends for the *ZdravReform* program back in Moldova in the future (as we have seen in the case of Lena Truhan in Kiev). Furthermore, it helps the program in myriad ways if our local representative has some understanding of the health system in America, as well as a personal acquaintance with key headquarters staff and an appreciation for our business routines—"the way we do things." Finally, Elena's ability to interpret accurately and effectively for visiting consultants in the future is now incomparably greater than if she had not participated in the program.

Collaboration with Development Associates

The division of labor and cooperation between Abt Associates—which designed the itinerary, organized all substantive business meetings, and made all decisions concerning air travel—and Development Associates—which was responsible for all logistics, ground travel and most of the finances—proved very successful and generated few glitches or complaints along the way. This result was due, we believe, to a very detailed and clearcut delineation of responsibilities at the beginning and to full and reliable communications thereafter.

ANNEX A

LIST OF STUDY TOUR PARTICIPANTS

The Delegation

Vasily Vartic	Member of Parliament, Chair of Committee for Social and Health Protection and Ecology. Degree in medicine. Worked previously as director of state farm (production of herbs) and chief of district (rayon) government administration. Born in 1943.	
Boris Ivanovich Goroshenko	Chief of Personnel Department, Ministry of Health (MOH) of Moldova. Physician (general practitioner). Worked previously as deputy chief of regional hospital; then as inspector in MOH. Born in 1947.	
Aleksey Fedorovich Russu	Chief of Department for medical assistance, insurance and implementation of reforms, MOH. Physician (psychiatrist). Worked previously in central psychiatric hospital in Moldova; as inspector in the MOH; as chief of inpatient department and then as specialist on health care reforms in MOH. Born in 1950.	chief
Ion Feonovich Kaluger	Chief physician, Sholdanesht central regional hospital (since 1982). Physician (ear, nose & throat). Born in 1947.	
Michail Antonovich Cheobanu	Chief physician, Kishinev municipal hospital No. 1. Physician (surgeon). Born in 1946.	
Leonid Ivanovich Zacharia	Chief physician, Dondiushan central regional hospital. Dentist. Born in 1942.	
Vasily Michailovich Tsapu	Chief physician, Kalaresh central regional hospital. Physician (general practitioner). Born in 1943.	
Elena Shapa	Assistant Professor of English, Kishinev State University and local representative of Abt Associates.	

Escorts

Peter Hauslohner, Ph.D. Senior Political Economist, Abt Associates, Bethesda, MD.

Bruno Blumenfeld Interpreter. Ph.D. Candidate in History, Columbia University, New York, NY.

ANNEX B

STUDY TOUR ITINERARY

June 14 Travel from Kishinev, Moldova to Kiev, Ukraine by Overnight Train

June 15 Orientation/Introduction

Orientation conducted by Andy Herriot, head of NET Project Office, Kiev,
Academy for Educational Development

"Introduction to the US Health System" by Don Harbick, L'viv Site
Coordinator, Abt Associates

June 16 Travel

0800 Depart Kiev for Amsterdam, Ukrainian International Air 101

1000 Arrive Amsterdam

1340 Depart Amsterdam for New York, Delta 81

1550 Arrive New York City (JFK), transfer to hotel

Overnight, June 16–17, at Holiday Inn Harmon Meadow/Sportsplex, Seacaucus,
NJ

June 17 Sightseeing in New York City

June 18 Travel/Introduction

0830 Depart New York City for Albany, NY by bus

1330 Arrive Albany, NY

1600 Introduction to Training Program

"Welcome to U.S. and Introduction to the Program" by
Peter Hauslohner, Ph.D., Abt Associates

"Introduction to the US Health System and the Principles of Health Insurance" by
Andrew Casano, M.D., Senior Vice President, Albany Medical College

Overnight, June 18–23, at Holiday Inn/Turf on Wolf Street, Albany, NY

June 19 New York State Department of Health

1000 Welcome/Introductions

1015 Presentation by Office of Managed Care

1200	Lunch
1300	Presentation by Division of Health Care Standards and Surveillance
1430	Presentation by Division of Health Care Financing
1530	Presentation by Office of Personnel Management
1630	Dinner at home of Dr. Harvey Bernard

June 20 The Hospital

0800	Visit to Albany Medical Center
930	Visit to St. Peter's Hospital
1100	Visit to Bellevue Hospital for Women
1300	Lunch
1430	Visit to Century Same-Day Surgery Center

June 21 Insurance Companies

1000	Visit to Blue Shield of Northeastern New York
1230	Lunch
1430	Visit to Capital District Physicians Health Plan

June 22 The Health Maintenance Organization (HMO)

0900	All-day visit to Community Health Plan of New York
1600	Visit to Saratoga Springs, NY
2000	Performance of "Rigoletto" by the New York City Opera, Saratoga Performing Arts Center

June 23 Medical Education

1000	Visit to Albany Medical College
1300	Working Lunch/Review of Week's Activities
1830	Picnic Hosted by Albany Medical College

June 24 Travel/Sightseeing

0830	Depart Albany for Niagara Falls, NY
1500	Arrive Niagara Falls, tour of falls, dinner
	Overnight, June 24, at Embassy Suites Hotel, Niagara Falls, Onatario, Canada

June 25 Travel/Sightseeing

0930 Depart Niagara Falls for Toronto, Ontario
1100 Arrive Toronto, bus tour of city
Overnight, June 25–26, at Delta Chelsea Inn, 33 Gerrard Street West, Toronto, Ontario

June 26 The Canadian Hospital

All-day Visit To Mount Sinai Hospital
0900 Welcome/Overview of Canadian Health System
1200 Presentation on Quality Assurance
1300 Lunch
1400 Overview/Tour of Hospital
1530 Discussion of Hospital Finance

June 27 The Role of Government in Canada/Travel

Visit To The Ontario Ministry of Health
0915 Introduction to the Ministry of Health
0930 Overview of Ontario's Health Care System and Strategic Directions
1030 Presentation on Hospital Funding and Reform
1130 Presentation on Ontario's Health Insurance Program
1230 Working lunch with health administration experts from the University of Toronto
1710 Depart Toronto for Washington, DC, Air Canada 556
1825 Arrive Washington, DC, transfer to hotel
Overnight, June 27–29, at Carlyle Suites Hotel, Washington, DC.

June 28 U.S. Public Policy/Discussion of *ZdravReform*

1000 U.S. Senate Appropriations Committee, Subcommittee on Foreign Operations
1130 Lunch Meeting at Abt Associates, Bethesda, MD
1630 U.S. Senate Finance Committee
1830 Dinner at the home of Dr. Peter Hauslohner, Abt Associates

June 29 The VA Hospital/The World Bank

0930 Visit to the Washington, DC Veterans Affairs Medical Center
1200 Meeting at the Embassy of the Republic of Moldova
1400 Meeting at The World Bank

June 30 Sightseeing/Travel

0930 Bus Tour of Washington, DC
1450 Depart Washington, DC for New York City, Delta 1596
1559 Arrive New York City (JFK)
1825 Depart New York City for Amsterdam, Netherlands, Northwest 8642

July 1 Travel

0740 Arrive Amsterdam, Netherlands
1025 Depart Amsterdam for Kiev, KLM 283
1420 Arrive Kiev, Ukraine
1600 Travel from Kiev to Kishinev, Moldova, by minivan

ANNEX C

LIST OF MEETINGS AND CONTACTS

June 15 Orientation/Introduction

Andy Herriot, Head of NET Project Office, Academy for Educational Development, Kiev, Ukraine;
Don Harbick, Abt Associates, L'viv Site Coordinator for *ZdravReform*

June 18 Introduction

Peter Hauslohner, Ph.D., Senior Associate, Abt Associates;
Ms. Nancy Stewart, head of international programs, Albany Medical College;
Andrew Casano, M.D., Senior Vice President, Albany Medical College

June 19 New York State Department of Health

Ms. Karen Schimke, Executive Deputy Commissioner;
Ms. Pat Lanphear, Office of Public Affairs;

Ms. Phyllis Silver, Office of Managed Care;
Mr. Gary Riviello, Director, Bureau of Alternative Delivery Systems (HMOs);
Mr. John Kaelin, Director, Bureau of Community Health Insurance;
Ms. Elysa Ferrara, Acting Executive Deputy Director (Quality).

Mr. Thomas Hartman, Deputy Director, Division of Health Care Standards and Surveillance;

Mr. Frederick Heigel, Director, Bureau of Hospital Services;
Mr. Robert Beattie, Acting Director, Bureau of Long Term Care Services;
Harvey Bernard, M.D., Chief Surgical Advisor, Division of Health Care

Standards and Surveillance.

Mr. Mark Van Guysling, Assistant Director, Division of Health Care Financing;
Ms. Suzanne Moore, Director, Bureau of Health Economics;
Mr. Peter Endryck, Analyst.

Mr. Lee Van DeCarr, Director, Office of Personnel Management.

June 20 Hospitals

Herman Risemberg, M.D., Director, Neonatology, Albany Medical Center.

Lynne Perry, M.D., Director of Medical Services, St. Peters Hospital

Grace Jorgenson, M.D., Director, Bellevue Hospital for Women

Mr. Michael Mangini, Chief Operating Officer, Bellevue Hospital

Ms. Eunice B. Whittlesey, Member, Board of Directors, Bellevue Hospital

Ms. Judy Grady, Director of Services, Century Same Day Surgery Center

June 21 Insurance Companies

Robert A. Riehle, Jr., M.D., Medical Director, Blue Shield of Northeastern New York;

Barry Schwartz, M.D., Medical Director, Capital District Physicians Health Plan

June 22 Community Health Plan of New York (CHP)

Warren Paley, M.D., Founder and Chairman of the Board

Mr. Robert Martin, Assistant Administrator

Ms. Janet Alberti, Director, MIS, Saratoga Springs Health Center

June 23 Albany Medical College

Susan Nixon, Ph.D., Assistant Director of Medical Education

Robert Capone, M.D., Professor of Medicine (cardiology)

June 26 Mount Sinai Hospital

Mr. Joseph Mapa, Vice-President and Chief Operating Officer

David Zackus, Ph.D., Assistant Professor, Faculties of Medicine and Management, McGill University (Montreal, Quebec)

Ms. Lisa Droppo, Director, Patient Relations and Quality Assurance

Mr. Marty Stein, Vice-President, Finance

June 27 The Ontario Ministry of Health

Mr. Norbert Salzberger, Policy Analyst, Corporate Policy Secretariat

Mr. J. Paul Gardner, Director, Negotiations Secretariat

Mr. Peter Marshall, Acting Manager, Planning & Operations, Institutional

Health

Mr. Clive Shepherd, Policy Advisor, Provider Services Branch

The University of Toronto, Faculty of Medicine

Ms. Tina Pichler, Lecturer, Department of Health Administration

Dr. Eugene Vayda, Professor Emeritus, Department of Health Administration

Dr. Sholom Glouberman, Assistant Professor, Department of Health Administration

June 28 The United States Senate

Mr. William Witting, Policy Advisor to the Minority, U.S. Senate
Appropriations Committee, Subcommittee on Foreign Operations

Mr. Roy Ramthun, Health Policy Advisor to the Majority, U.S. Senate Finance
Committee

June 29 The Washington, DC, Veterans Affairs Medical Center

Mr. Sanford Garfinkle, Director;

Nancy Thompson, Ph.D., Associate Director;

F. Joseph Dagher, MD, Chief of Staff;

Sue Hudec, RN, Associate Director for Nursing and Patient
Services.

The World Bank

Mr. James Q. Harrison, Chief, Human Resources Division, Country Department
IV, Europe and Central Asia Region (ECA-4);

Mr. Tom Hoopengartner, Principal Economist, ECA-4;

Mr. Philip Goldman, Economist, ECA-4.

ANNEX D

PARTICIPANTS' EVALUATION OF THE TOUR (administered 28 June 1995 at Abt Associates)

Please assess the tour you now are completing. The first part of the questionnaire asks about presentations related to health care. The second part asks about logistics and cultural activities. Remember that we will use the information which you provide to improve the design and administration of future study tours; your candid answers and recommendations for improvement are essential.

1=Poor	2=Fair	3=Average	4=Good	5=Excellent
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MEETINGS AND DISCUSSIONS

SCORES (N=8)

Background Presentations:

Predeparture Briefing in Kiev, 15 June Presented by Andy Herriot and Don Harbick	seven 5s, one 4
Introduction to Training Program, 18 June Presented by Peter Hauslohner and Staff of Albany Medical College	seven 5s, one 4

Monday, June 19 Focus on Role of Government: All-day Visit to New York State Dept. of Health

Roundtable Discussion of Managed Care	eight 5s
Meeting with Division of Health Care Standards	seven 5s, one 4
Meeting with Division of Health Care Financing	seven 5s, one 4
Meeting with Office of Personnel Management	six 5s, two 4s

Tuesday, June 20 Focus on Hospital Care

Visit to Albany Medical Center	eight 5s
Visit to St. Peter's Hospital	eight 5s
Visit to Bellevue Hospital	eight 5s
Visit to Same-Day Surgery Center	seven 5s, one 4

Wednesday, June 21 Focus on Insurance and Outpatient Care

Visit to Blue Shield of Northeastern New York	eight 5s
Visit to Capital District Physicians Health Plan	eight 5s

Thursday, June 22 **Focus on Managed Care**Visit to Community Health Plan of New York eight 5s

Friday, June 23 Focus on Medical Education

Visit to Albany Medical College eight 5s

Working Lunch/Review of Week's Activities eight 5s

Monday, June 26 **Focus on Hospital Care in Canada: All-day Visit to Mt. Sinai Hospital**

Overview of Canadian Health System
Presented by David Zackus

Quality Assurance
Presented by Lisa Droppo

Tour of Hospital
Presented by Susan Walsh

Hospital Finance
Presented by Marty Stein

Tuesday, June 27 **Visit to Ontario Ministry of Health**

Overview of Ontario's Health Care System
Presented by Dr. Eugene LeBlanc

Overview of Hospital Funding and Reform
Presented by Peter Marshall

Overview of Ontario Health Insurance Program
Presented by Clive Shepherd

Working Lunch with experts from University of Toronto, Drs. Eugene Vayda and Scholom Globberman

TOUR LOGISTICS AND CULTURAL ACTIVITIES

Sightseeing and dinner in New York City, June 16 eight 5s

Barbecue dinner at home of Dr. Harvey Bernard
(Dept. of Health Care Standards and Surveillance), June 19

Picnic/Reception hosted by Albany Medical College, June 23

Sightseeing at Niagara Falls, June 24 eight 5s

Sightseeing in Toronto, June 25 eight 5s

Dinner at home of Dr. Peter Hauslohner, June 28 eight 5s

Quality of handbook/briefing materials eight 5s

Number of meetings on the tour:

_____ Too Many

_____ Just enough

_____ Too Few

eight answered
"just enough"

Quality of Interpretation: Bruno Blumenfeld eight 5s

Bus arrangements for tour eight 5s

Eating arrangements for tour eight 5s

Hotel Accommodations eight 5s

OVERALL RATING OF TOUR

EIGHT 5s

OPEN-ENDED COMMENTS

What did you like about the tour?

"People are nice and have great respect for their work. I think this problem will be generalized and implemented in our republic. I like the idea that you prove the efficiency of the system by comparing it with other states. I can say with pleasure that your system is the best."

"This is a wonderful program that can be adopted in any part of the world. We will adopt some things in our health reform program."

"We like the organization of all events and all were timely."

"We enjoyed the learning and cultural parts of the program, they were well-balanced. The leader of the program was very attentive. The atmosphere was very friendly and nice. High level of collaboration."

"The program was well thought out. Bravo."

"Appreciate Peter Hauslohner's competence."

What did you dislike about the tour?

"Time flew too quickly."

How could the tour have been improved?

"Begin with a description/explanation of administrative organizations."

"The organization was perfect, hard to say what could be improved."

Which organizations, presenters and places should be included in future tours?

"I liked everything, especially the opera. We realize that Americans not only can work well, but can also have a good time."

"We can note all cultural trips, they were very well organized."

"You can include all organizations."

"The learning part was very important. Include more unofficial meetings."

"Important to include meetings with physicians."

"Would like to know more about folk customs. More unofficial meetings."

"All presenters were very competent."